INDEX

Accounting, 43, 252, 276; in New York City, 43.

ACCOUNTING AND REPORTING, THE APPLICATION TO A MUNICIPALITY OF MODERN METHODS OF. John M. Walton, 64–68.

Accounting methods, reorganization of, 57.

Accounting Methods, Results Obtainable through Reorganization of, 57–63.

Accounts, 210.

Administering the budget, 150.

Administration, of highways, 115; of justice, 38; under commission government, 218.

Administrative code, New Jersey, 204.

Advantages of coordinating city, state and national activities, 32.

ALLEN, WILLIAM H. Training Men and Women for Public Service, 307–312, 189.

American Society of Municipal Improvements, 135.

American Society for Promoting Efficiency, 43.

American Society for Testing Materials, 135.

Appropriations, 67.

Assessments, 118.

Assets, Philadelphia, 67.

Attendance, school, 159 *ff.*

Auditing, 68.

Babies' Hospital, 253.

BACHMAN, FRANK P. Attaining Efficiency in City School Systems, 158–175.

Balance sheet, 53 *ff.*; Philadelphia, 67.

Blankenburg, Rudolph, 245.

Board of Estimate and Apportionment, New York, 18, 43, 46, 48 *ff.*, 76, 94, 95, 237.

Board of Public Welfare, Kansas City, 176.

Board of Revision of Taxes, Philadelphia, 65.

Board of Surveys, Philadelphia, 65.

Bonds, 71, 117.

Boston, 281.

Boston Associated Charities, 191.

BRADDOCK, J. HAROLD. Efficiency Value of Budget Exhibits, 151–157.

BRUÈRE, HENRY. Efficiency in City Government, 3–22.

Budget, 226, 283.

Budget estimates, 145.

Budget exhibits, 19, 148, 151.

Budget making, 16, 71, 125, 145, 201, 208, 250, 257, 266, 284, 296, 306; in New York, 44 *ff.*

Building department, Chicago, 292.

Building regulations, 90.

Bureau of Economy and Efficiency, New York, 78.

Bureau of Efficiency and Economy, Milwaukee, 8, 270.

Bureau of Highways, Philadelphia, 249.

Bureau of Municipal Investigations and Statistics, 44.

Bureau of Municipal Research, Chicago, 300.

Bureau of Municipal Research, Cincinnati, 262.

Bureau of Municipal Research, New York City, 11, 304.

Bureau of Municipal Research, Philadelphia, 235.

Bureaus of municipal research, 21, 235, 245, 270, 281, 307.

Bureau of Public Efficiency, Chicago, 300.
Bureau of Street Cleaning, New York City, 114.
Bureau of Supplies, New York, 84.
Bureau of Water Register, 83.
Bureau of water supply, 83.
BURKS, JESSE D. The Outlook for Municipal Efficiency in Philadelphia, 245–261.

CARTWRIGHT, OTHO GRANDFORD. Efficiency in County Government, 193–203.
Catskill aqueduct, 94.
Charities, 69, 231; Philadelphia, 254.
Charity administration, 176.
Charity bureau, 231.
Charters, 10, 57, 204, 281.
Chicago, 103, 106, 139, 281.
Child Saving, Efficiency in, 69–70.
Child Welfare Commission, 272.
Children receiving public school education, 163 *ff.*
Cincinnati, 235, 262, 281.
CINCINNATI BUREAU OF MUNICIPAL RESEARCH, THE. Rufus E. Miles, 262–269.
Citizenship, efficiency in, 19; and the government, 23.
City funds, 268, 298.
City government, efficiency in, 3.
City plans, 155, 178.
City program, efficient, 6.
Civil service, 16, 17, 18, 105 *ff.*, 259, 283, 289, 293, 297, 298, 301.
Classification of municipal expenditures, 32.
Cleveland, Ohio, 171.
CLEVELAND, FREDERICK A. The Need for Coordinating Municipal, State and National Activities, 23–39, 239.
CLOWES, J. H. Efficiency in Water Revenue Collection, 86–92.
Coal testing, 98.
CODE FOR NEW JERSEY CITIES, A PROPOSED MUNICIPAL. D. O. Decker, 204–212.
Commission on Congestion, 187.
Commission on Economy and Efficiency, National, 23.
Commission of Standardization, New York, 76, 98.
Commission government, 14, 19, 205, 218, 281; for counties, 200.
Commission statute, New Jersey, 225.
Commons, John R., 271.
Comparative mortality, statistics for, 70.
Comprehensive inquiry, Chicago, 282 *ff.*
CONNELL, WILLIAM H. Standardization of Specifications for Public Works, 127–137.
Construction work, 117.
Consumption of water, New York City, 82.
Contracts, Chicago, 285–297.
Cook County, 281.
Co-operation, departmental, 107 needed, 20.
COORDINATING MUNICIPAL, STATE AND NATIONAL ACTIVITIES, THE NEED FOR. Frederick A. Cleveland, 23–39.
Coordinating social betterment agencies, 190.
Coordination of municipal, state and national activities, need for, 23.
Corruption in city government, 281.
Cost, of administration of justice, 38; of legislation, 39; of public schools, 174.
Cost basis, 59.
Cost-keeping system, 276.
County government, efficiency in, 193.
County officers, 195 *ff.*
Curbing, standardization of, 131.

Debts, 71 *ff.*, 258, 282.
DECKER, D. O. A Proposed Municipal Code for New Jersey Cities, 204–212.
Denver, 180.
Department of Finance, New York, 53 *ff.*, 76.
Department of Public Works, Milwaukee, 273; New York City, 12; Philadelphia, 65.
Department of Water, Gas and Electricity, New York, 16.
Department of Water Works, Milwaukee, 273.
Departmental organization, 248.
Departments, municipal, 283.
Des Moines, 281.
Destitution, prevention of, 187.
Devine, Edward T., 180.
Division of bridges and harbors, Chicago, 290.
DONNELLY, FREDERICK W. Securing Efficient Administration Under the Commission Plan, 218–232.

ECONOMY AND EFFICIENCY IN THE DEPARTMENT OF WATER SUPPLY, GAS AND ELECTRICITY, NEW YORK CITY. J. Leggett Pultz, 78–85.
Education, 311; efficient, 158.
Educational Commission, Cleveland, 171.
EFFECTIVE CHARITY ADMINISTRATION. L. A. Halbert, 176–192.
Efficiency and Economy, Milwaukee Bureau of, 8.
Efficiency, definition of, 3, 43, 71, 78; in administration, 26, 78 *ff.*; in analysis, 100; in charity administration, 176; in city school systems, 158; in the department of water supply, gas and electricity, New York City, 78; in instruction, 171; in methods, 14; in Milwaukee, 270; in municipal labor, 103; in organization, 10; in public health, 69; in public works, 127; of budget exhibits, 151; of personnel, 16; record, 87; secured through a standard testing laboratory, 93; standards in municipal government, 5; through investigations, 281.
EFFICIENCY IN BUDGET MAKING. Herbert R. Sands and Fred W. Lindars, 138–150.
EFFICIENCY IN CHILD SAVING. Joseph S. Neff, 69–70.
EFFICIENCY IN CITY GOVERNMENT. Henry Bruère, 3–22.
EFFICIENCY IN COUNTY GOVERNMENT. Otho Grandford Cartwright, 193–203.
EFFICIENCY IN THE FISCAL OPERATIONS OF CITIES. Edmund D. Fisher, 71–77.
EFFICIENCY IN HIGHWAY ADMINISTRATION WITH SPECIAL REFERENCE TO PAVEMENTS. E. P. Goodrich and W. B. Holton, Jr., 115–126.
EFFICIENCY IN WATER REVENUE COLLECTION. J. H. Clowes, 86–92.
EFFICIENCY THROUGH ACCOUNTING. William A. Prendergast, 43–56.
EFFICIENCY VALUE OF THE BUDGET EXHIBIT. J. Harold Braddock, 151–157.
Efficient administration, 245, 281; under commission plan, 218.
Efficient citizenship, 19.
Efficient city program, 6.
Efficient education, 158.
Efficient municipal accounting, 304.
EFFICIENT SUPERVISION OF WEIGHTS AND MEASURES. Fritz Reichmann, 213–217.
Estimates, budget, 145.
Everts, Leslie S., 271.
Excise detective, 228.
Excise tax, 195.
Expenditure, for administration of justice, 38; for legislation, 39.

Expenditures, 138, 289; for labor, 104; municipal, 79, 125; national government, 29 *ff.*, 35; New York City, 44 *ff.*, 150; Philadelphia, 64; Philadelphia, analyzed, 65; public lighting, New York City, 81; school, 174.
Expert service, 96.
Experts, 126, 283.

Fee system, 210.
Financial administration, 71.
Fiscal Operations of Cities, Efficiency in, 71.
FISHER, EDMUND D. Efficiency in the Fiscal Operations of Cities, 71–77.
Foreign sales of municipal bonds, 71.

Galveston, 218.
Garbage, 291.
GOODRICH, E. P. Efficiency in Highway Administration with Special Reference to Pavements, 115–126.
Government business, magnitude of, 25.
Government defined, 25.

HALBERT, L. A. Effective Charity Administration, 176–192.
Harriman, Mrs. E. H., 307.
Health, 253, 311; efficiency in, 7, 20, 69; national expenditures for, 37.
Health and charities, department of, Philadelphia, 69.
Health department, 274; Cincinnati, 262; Milwaukee, 273.
Highway, administration, 115; engineers, 128.
Hoboken, 211, 235.
HOLTON, W. B., JR. Efficiency in Highway Administration with Special Reference to Pavements, 115–126.
Home rule, 196.
HOPKINS, GEORGE B. The New York Bureau of Municipal Research, 235–244.
Hospitals, social service in, 188.

Ignorance and municipal honesty, 27.
Inefficiency, 103; cause of, 104; cause of, in county government, 193; in highway administration, 115; remedy for, 113.
Information as to national governments, 29 *ff.*; needed as to municipal government, 32; required for efficient government, 26.
Inspection, 120, 217, 292; efficiency in, 86 *ff.*
Institutional problems, 188.
Intelligence needed, as to city, state and nation, 28, 31 *ff.*
Inventory, 61, 64, 81, 227; Philadelphia, 64, 67, 252.
INVESTIGATIONS AS A MEANS OF SECURING ADMINISTRATIVE EFFICIENCY. Charles E. Merriam, 281–303.
Ivins Commission, 11.

Jennings, Frederick B., 183.

Kansas City, 176.
KLEIN, OTTO H. Securing Efficiency through a Standard Testing Laboratory, 93–102.

Labor, 289, 294; municipal, 120.
Laboratory efficiency, 93, 97, 215.
Legal Aid Bureau, 187.
LEONHAUSER, U. L. A National Fund for Promoting Efficient Municipal Accounting and Reporting, 304–306.
Liabilities, 67.
Licenses, 259.
LINDARS, FRED W. Efficiency in Budget Making, 138–150.
Low, Seth, 247.

Maintenance, 120.
Mayoralty campaign, Philadelphia, 245.
Measures, supervision of, 213.
Medical inspection, 253.
MERRIAM, CHARLES E. Investigations as a Means of Securing Administrative Efficiency, 281–303.
Merriam Commission, Chicago, 103, 282–303.
Meter rates, 89.
Metz, Herman A., 304.
Michigan, 183.
MILES, RUFUS E. The Cincinnati Bureau of Municipal Research, 262–269.
Milwaukee, 270.
MILWAUKEE BUREAU OF ECONOMY AND EFFICIENCY, THE. J. E. Treleven, 270–278.
Municipal activities, 23.
Municipal charity, 176.
Municipal code for New Jersey, 15.
Municipal departments, organization of, 214.
Municipal docks, 229.
Municipal efficiency, Philadelphia, 245.
Municipal expenditures, 32; classification of, 267; New York City, classified, 140.
Municipal labor, efficiency in, 103, 289.
Municipal methods, efficiency in, 14.
Municipal procedure, 57.
Municipal reference library, 310.
Municpal research (*See* Bureaus of Municipal Research).

National Association of Comptrollers and Accounting Officers, 71.
National Association for the Study and Prevention of Infant Mortality 69.
National Commission on Economy and Efficiency, 30 *ff.*, 66, 142, 239.
NATIONAL FUND FOR PROMOTING EFFICIENT MUNICIPAL ACCOUNTING AND REPORTING. U. L. Leonhauser, 304-306.
National Municipal League, 32, 71.
National Training School for Public Service, 307.
NEFF, JOSEPH S. Efficiency in Child Saving, 69–70.
New Jersey cities, 204.
New York, department of finance, 76; department of water supply, gas and electricity, 94.
New York (*See* also Board of Estimate and Apportionment).
NEW YORK BUREAU OF MUNICIPAL RESEARCH, THE. George B. Hopkins, 235–244, 11, 115.
New York Bureau of Supplies, 84.
New York Charity Organization Society, 180.
New York City, 57, 71, 78, 86, 93, 103, 115, 138, 191, 204, 235, 247, 263, 281, 289, 304, 307; debts, 72; financial condition of, 71 *ff.*; financial department, 99; gas and electricity, supply in, 78; pay-roll, 104; water supply, 78.
New York state, county government in, 193.
New York Commission on Congestion, 186, 187.
New York Tenement Commission, 177.

Ordinance, weights and measures, 216.
Organization, efficiency in, 10; of New York's department of water supply, gas and electricity, 84.
Organization charts, 273.
Origin of efficiency movement, 3.
Outdoor relief, 185.
OUTLOOK FOR MUNICIPAL EFFICIENCY IN PHILADELPHIA, THE. Jesse D. Burks, 245–261.

Park, Cincinnati, 262.
Paving, 75, 96, 115, 124, 127, 274, 286, 298; Cincinnati, 264.
Pay-roll, New York City, 104.
Pensions, city, 295, 296.
Personnel, efficiency in, 16.

Philadelphia, 64, 69, 127, 235, 245, 281; budget, 139.
Pittsburgh Civic Commission, 187.
Politics and inefficiency, 108.
PRENDERGAST, WILLIAM A. Efficiency through Accounting, 43–56, 71.
PROBLEM OF SECURING EFFICIENCY IN MUNICIPAL LABOR, THE. Benjamin P. Welton, 103–114.
Prosecutions, 299.
Public health, 249.
Public improvements, 209.
Public lighting, New York City, 78.
Public opinion, 27.
Public service, training for, 307.
Public works, 127, 274, 277; standards and specifications for, 127.
Publicity, 19, 26, 31 *ff.*
PULTZ, J. LEGGETT. Economy and Efficiency in the Department of Water Supply, Gas and Electricity, New York City, 78–85.
Purchases, 209, 268, 285, 298.
Purpose of research bureaus, 239.
Purposes of municipal research in Philadelphia, 255.
Purposes of national training school, 307, 309.

Qualification, 158.

Rastall, B. M., 271.
Rates, New York City, 72 *ff.*
Records, labor, 111.
Recreational survey, 272.
Referendum, 282.
Reform movements, 346.
REICHMANN, FRITZ. Efficient Supervision of Weights and Measures, 213–217.
Reorganization of Accounting Methods, Results Obtainable through, 57–63.
Reports, municipal, 19, 79, 120, 286.
Reserves, 67.
Resources and liabilities, 226.
Results obtainable through municipal research, 239.
RESULTS OBTAINABLE THROUGH REORGANIZATION OF ACCOUNTING METHODS. B. J. Taussig, 57–63.
Results of commission government, 231; to be secured by a standard testing laboratory, 102.
Revenue, New York City, 81.
Revenue accounts, 80.
Revenues. 66, 209; municipal, 86, 117.
Russell Sage Foundation, 181.

St. Louis, 57, 164, 165, 166, 176, 281.
Salvation Army, 182.
SANDS, HERBERT R. Efficiency in Budget Making, 138–150.
School attendance, 164.
School children, medical inspection of, 253.
SCHOOL SYSTEMS, ATTAINING EFFICIENCY IN CITY. Frank P. Bachman, 158–175.
Schools, city, 158; New York, 196.
Scientific budget making, 138.
Scientific management, 115.
SECURING EFFICIENCY THROUGH A STANDARD TESTING LABORATORY. Otto H. Klein, 93–102.
SECURING EFFICIENT ADMINISTRATION UNDER THE COMMISSION PLAN. Frederick W. Donnelly, 218–232.
Shale rock, Chicago, 288.
Short ballot, 221.
Sinking funds, 76, 211.
Social betterment, 3.
Social needs, 9.
Social program, 9.
Social research needed, 177.
Social service, 18, 188.
Social survey, 6, 155, 178, 270.
Solicitation, public control of, 180.
Sources for revenue, 77.

Special assessments, 293.
Special legislation, 107.
Specifications, 116, 286, 297; standardization of, 94.
Spelling, 171.
Standard form of budget, 139.
Standard testing laboratory, 93.
STANDARDIZATION OF SPECIFICATIONS FOR PUBLIC WORKS. William H. Connell, 127–137, 94.
Standardization of supplies, 15, 52, 76, 94, 98.
Standards for judging educational efficiency, 158.
Standards of municipal efficiency, 5.
Statements of income and expenditures, 80.
Statistics, comparative, 79.
Stevens Fund, Robert L., 211, 235.
Street cleaning, 291.
Street lighting, 287, 291; Cincinnati, 266.
Street paving, 302.
Subsidies to private charities, 179.
Supervision of weights and measures, 213.
Supplies and specifications, 98.
Supplies, purchase of, 94.
Survey, The, 186, 191.

Talks on municipal accounting and reporting, 305.
TAUSSIG, B. J. Results Obtainable through Reorganization of Accounting Methods, 57–63.
Tax, 249, 300; collection of, 73; budget, 48; rate, New York, 53; rates, 73 *ff.*
Time reports, 60.
Townships, 196–198.
Traffic records, 116.
Training for efficiency, 17.
TRAINING MEN AND WOMEN FOR PUBLIC SERVICE. William H. Allen, 307–312.
Training School for Public Service, 18.
Training School for Social Service, 18.
TRELEVEN, J. E. The Milwaukee Bureau of Economy and Efficiency, 270–278.
Trenton, 218.
Tubercular hospital, 230.

Uniformity in accounts, 62 (*See* also Accounting).

Vagrancy, suppression of, 182.
Vouchers, 198.

Wages, 143 *ff.*, 259, 289, 299; appropriations for, 47.
WALTON, JOHN M. The Application to a Municipality of Modern Methods of Accounting and Reporting, 64–68.
Water meters, 89.
Water supply, New York, 78; Trenton, 229.
Water waste, 82, 90.
Weights and measures, supervision of, 213.
WELTON, BENJAMIN F. The Problem of Securing Efficiency in Municipal Labor, 103–114, 289.
Westchester County Research Bureau, 193.
Workmanship, specifications for, 135.